

Practice Facilitator Role in an Operational Project to Improve Access in a Large Multi-Specialty Physician Group

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Practice Facilitator Role in an Operational Project to Improve Access in a Large Multi-Specialty Physician Group

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BACKGROUND

This physician network lies in a very competitive market, where new patients are coveted, and where customers are demanding quick access in their primary and specialty practices. Outmigration to competitors was a common problem. A project was conceived to identify the current state of access in all primary and specialty practices within a large group of hospital owned practices, and to improve that access as measured by three different metrics: 1) new patient lead times, 2) patient satisfaction with access, and 3) schedule utilization. The A3 method for problem solving was utilized to help the “worst” practices identify the route cause(s) for their access issues, and to brainstorm which countermeasures might be most effective in their individual practices.

METHODS

Practice Facilitators were assigned to 11 of the practices with most opportunity for improvement in 3 metrics, after looking at trended data.

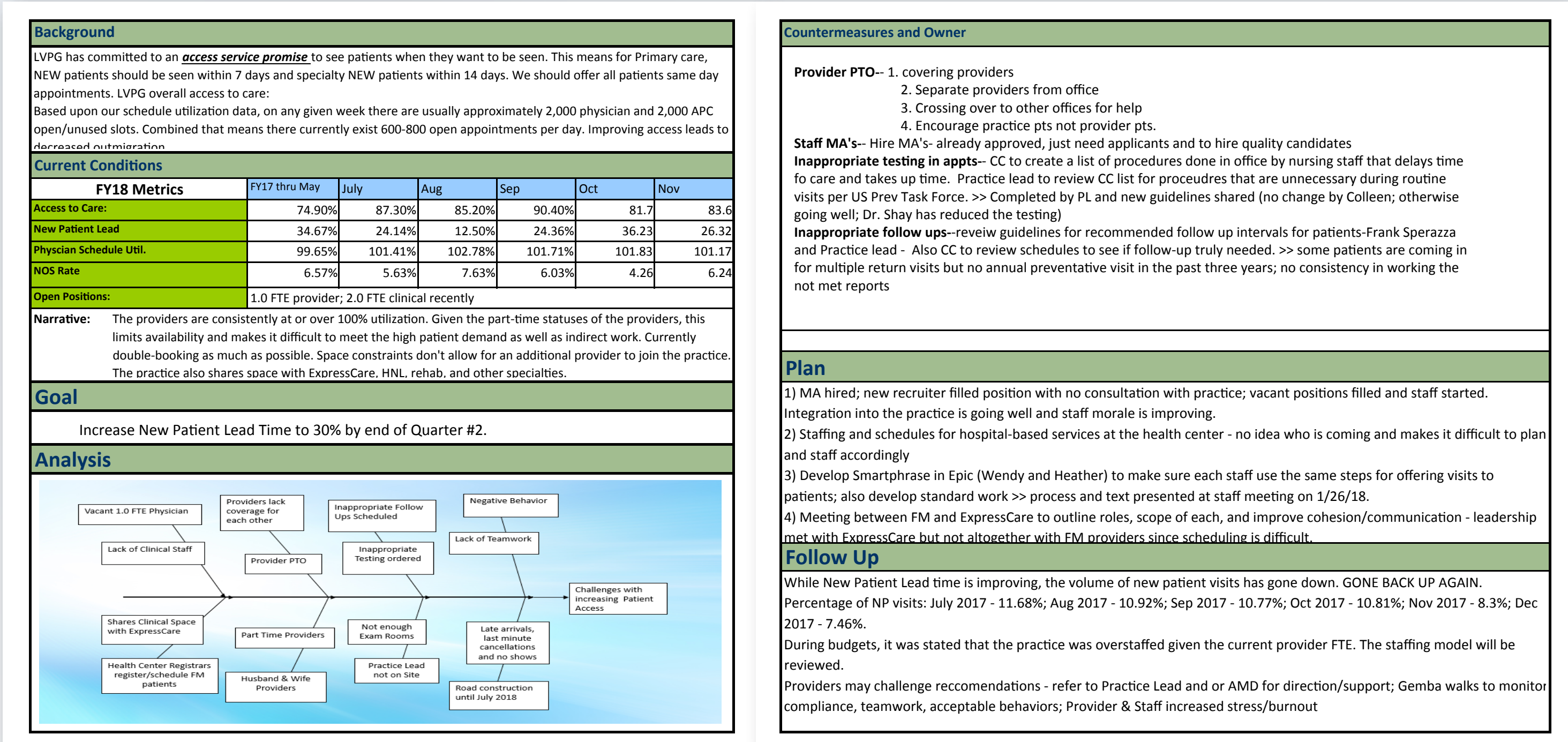
Practice Facilitators assisted these practices in creating their own A3s with subsequent action plans, making weekly visits.

Facilitators identified barriers and mitigation efforts and tracked results. Practices were held accountable to senior leadership by monthly report-outs.

Post activity surveys reflected practice satisfaction with the process and specified practice facilitation as one of the key drivers of success.

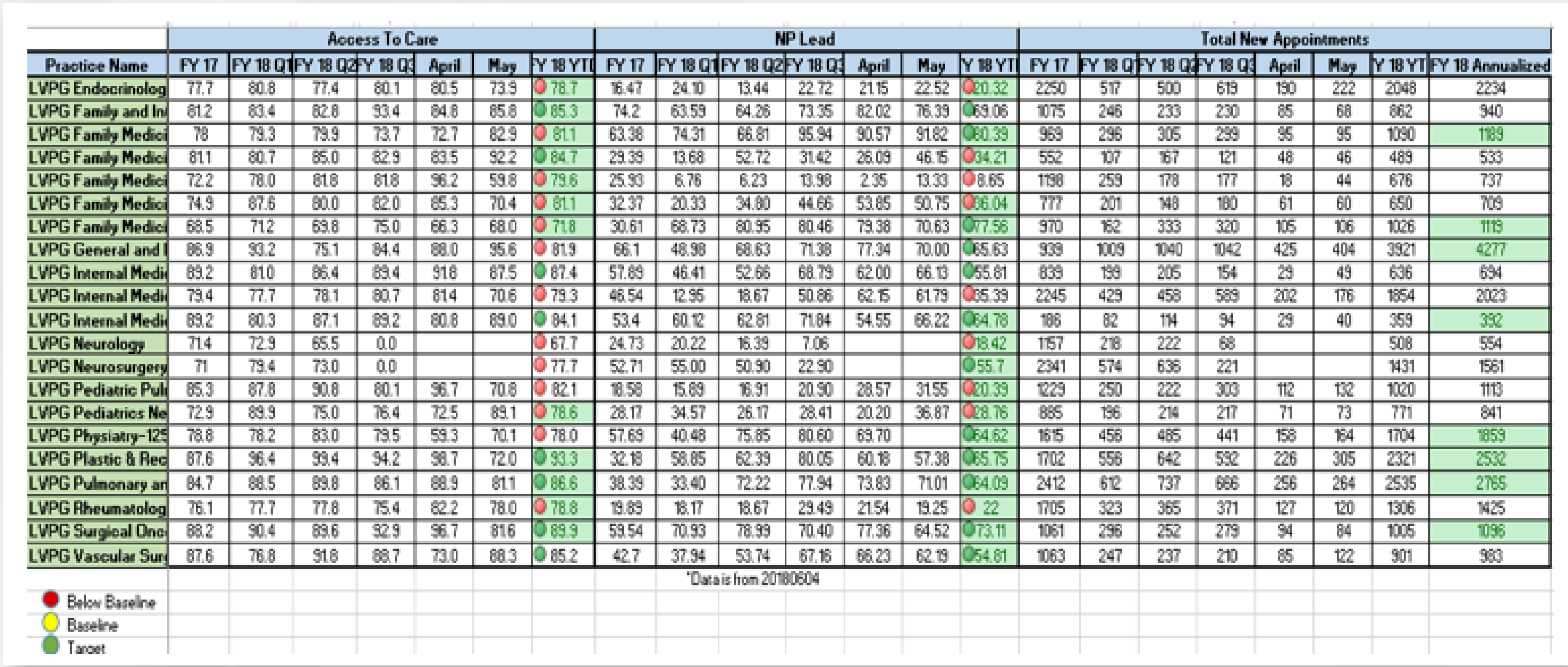
TOOLS

A3



RESULTS

TRENDED METRICS



ANALYSIS



DISCUSSION

Practice facilitation is an art of meeting the practice “where they are at” and enabling them to identify countermeasures that would work best in their own environment. Practice leaders often tend to solution-jump without going through the scientific process of the A3, and so need to be led through that process to appropriately problem-solve. PDCAs let them try different things before implementing the final process and kept them on task for accountability. Practice facilitators enabled the transformation of some very inaccessible practices into some of the champions in a very competitive market.